



**3-Tier Programme: Tier-I:**  
**Emerging Leaders' Programme**

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July 22 - August 18, 2018



Executive Education  
Indian Institute of Management Ahmedabad

# 3-Tier Programme: Tier-I: Emerging Leaders' Programme

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## The 3-Tier Concept

The 3-Tier Programme, a set of three executive courses designed, developed, and offered by IIMA, is an operational form of the philosophy about leading and managing organizations as explained below:

- Managerial effectiveness in an organization is enhanced if the managerial competence and skill development activity is perceived from the viewpoint of the total organization.
- Organizational growth and development is facilitated if executives are exposed to learning opportunities and situations that simulate decision-making, diversity of perspectives and activities and responsibilities of the various teams.
- Process of change is accelerated and sustained when interventions for building leadership capability and enhancing managerial skills are initiated simultaneously at different levels.
- Potential for development and upgradation of human resources is considered a critical factor for an organization in the long run.
- Leaders have to continuously engage in learning, unlearning and relearning activity which enables them to work in conditions of rapid change and uncertainty.

Operationally, 3-Tier Programme is a set of three executive courses designed to meet the developmental needs of leaders at middle, senior, and top executives of medium and large organizations as well as those in the public sector.

## Tier-I: Emerging Leaders' Programme

Developing future leaders is a strategic priority for organizations desiring to be successful and to remain competitive. Such organizations identify and build the leadership pipeline from very early stages. The emerging leaders have to develop deeper understanding about one's own behaviour as a leader in different situations and also develop holistic problem-solving and decision-making capabilities.

The Emerging Leaders' Programme has been designed as an intensive general management-focused learning experience for middle managers who are expected to take leadership roles in future. The programme will provide participants, insights into the processes of defining problems, specifying objectives, developing alternative courses of action, choosing the best alternative in an uncertain and changing environment, organizing and managing people and resources to implement the chosen alternative, coordinating their



work, motivating and developing them, and finally measuring and controlling performance.

## Objectives

The objectives of the Emerging Leaders' Programme are to:

- Allow participants to explore and develop insights about themselves as future leaders.
- Enhance the problem-solving and decision-making abilities of participants and to prepare them to shoulder higher responsibilities in the future.
- Provide the participants with an opportunity to learn management concepts and techniques relevant for formulating and implementing strategies in functional and general management areas.
- Enable participants to appreciate interdependencies in an organization and acquire perspectives required in general management positions.
- Help participants to emerge as leaders and become ready to shoulder the next level of responsibilities so as to fulfil the organization's needs.

## Programme Highlights

The programme is divided into several interdependent modules each of which focuses on a different aspect or function of management. A separate module will focus on helping the emerging leader understand leadership style and effectiveness. The programme will end with an intensive integrated group exercise which would help participants consolidate their learning from various modules of the programme and view organizations from a holistic perspective.

Broadly the programme will focus on the following modules:

- Competencies required for emerging leaders
- The economic and policy environment
- Organizational and behavioural processes
- Decision analysis and problem formulation
- Analysing financial performance
- Corporate governance
- Assessing market opportunity and delivering customer value
- Formulating and executing strategy
- Law and business
- Managing information systems
- Managing operational efficiency
- Managing delivery systems
- Mergers and acquisitions
- Managing people

## Participants' Profile

The Emerging Leaders' Programme is for managers currently holding positions of responsibility within different functional departments of medium to large organizations. The participants should have at least five years of managerial experience after graduation. We expect organizations to nominate managers who are expected to take up leadership positions in future.

The participant for the Emerging Leaders' Programme must have demonstrated outstanding performance ability, leadership qualities and potential for growth. As the programme makes exceptional intellectual and emotional demands, participants should have an inquiring mind and capacity to think clearly. They should

also have a high degree of adaptability and maturity to work and interact closely with other participants and other stakeholders under highly demanding conditions.

## Pedagogy and Learning Environment

A mix of pedagogical tools will be used – cases, lectures, self-reflection sessions, discussions, presentations, audio-visuals and experiential exercises. A typical day would include about five hours of classroom sessions and about six hours of pre-class group work and preparation for classroom discussions.

IIM Ahmedabad provides an excellent learning ecosystem which includes diversity among the programme participants, faculty and student community residing in the campus. Campus activities involve regular research seminars, discussion groups, speaker series wherein distinguished persons would participate and action research/experiential learning initiatives. The learning environment is supplemented by the library and information technology infrastructure facilities as well as opportunities for recreation.

## Faculty

The programme will be offered by a team of faculty members with functional and cross-functional experience. All faculty members have high quality academic track record, teaching, research and case writing experience, and exposure to organizational problem solving situations. Distinguished leaders from organizations and public life would also be invited for interactions with the participants.

### Faculty Co-Chairs

#### 3TP: Tier-I: Emerging Leaders' Programme

- Desai, Naman  
Email: [namand@iima.ac.in](mailto:namand@iima.ac.in)
- Guha, Apratim  
Email: [apratim@iima.ac.in](mailto:apratim@iima.ac.in)





## Testimonials

"At Indian Institute of Management Ahmedabad, lessons were interesting more especially the case study way of delivery and learning alike. This made me learn how to study effectively and plan well. Given an opportunity, I would proudly go back to the institute for more lessons. I left this institute a different person than I went and my performance at my work place has improved greatly."

- Voster Ntinga  
Zambia

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"IIMA Emerging leaders program surpassed all my expectations. I knew it would be challenging but i assumed it will be more of confirmation of my knowledge gained through CA and CFA but I learned more than I ever imagined and more importantly it has changed the way I look at my business.

The top brass of the teaching faculty of the campus specialising in their subjects were involved in drafting the study material and the in class experience was phenomenal too."

- Ankit Agarwal  
Delhi, India

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"This program was very inspirational, energizing, bringing lots of ideas, with both substantial and in-depth knowledge together with case studies, learning from experiences and being fully practice oriented, well-balanced composition of participants, which contributed to interesting and focused discussions and exchanges. I left the program with a strong knowledge base of other functional areas that is helping me frame my thinking, ask the right questions, and develop winning strategies and it also includes having mentorship from IIMA faculties and building lifetime memories with friends".

- Sneha Bharti  
Lagos, Nigeria



## Nominations and Inquiries

Nominations should reach the Executive Education Office latest by July 9, 2018. The last date for early bird discount is July 2, 2018.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact:

Executive Education

Indian Institute of Management Ahmedabad  
Vastrapur, Ahmedabad 380 015.

Phone: +91-79-6632 4461 to 69 and 4472 to 77

Fax: +91-79-2630 0352 (ExEd) / 2630 6896 (General)

Email: [exed@iima.ac.in](mailto:exed@iima.ac.in)

Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)

## Certificate

A certificate of participation will be issued to the participants at the end, subject to attending all the sessions of the programme.

## Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get a full board and air-conditioned single room accommodation on the Institute campus.

IIMA norms do not allow participants to have guests stay with them during the programme.

## Programme Fee and Payment

INR 3,50,000 plus 18% GST per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.



The programme fee should be received by the Executive Education Office latest by July 9, 2018. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organisation concerned.

The programme fee can be paid in one of these two ways:

### [A] Electronic Fund Transfer:

1. Name of Beneficiary:  
Indian Institute of Management Ahmedabad
2. Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad (IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance:  
3TP: Tier-I: Emerging Leaders' Programme
5. IIMA Permanent Account Number (PAN): AAATI1247F
6. IIMA Tax Deduction Account Number (TAN): AHMI00189A
7. IIMA GST Registration Number:  
24AAATI1247F1Z4 (SAC: 999293)

After making the payment, please email us the complete transaction details immediately so that we can link your remittance with your nomination.

### [B] Payment Gateway

For more information, please visit the respective programmes in our website ([www.iima.ac.in/exed](http://www.iima.ac.in/exed)).

## Discount

**Early Bird Discount:** Nominations received with payments on or before July 2, 2018 will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not however guarantee acceptance of the application.

**Group Discount:** Any organisation sponsoring 4 or more participants will be entitled to a discount of 7% on total fee payable provided that at least 4 participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

## Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and the alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.

## Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

### Major Programmes Offered by IIMA

- Two-Year Post Graduate Programme in Management (equivalent to MBA)
- Two-Year Post Graduate Programme in Food and Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-Year Post Graduate Programme in Management for Executives
- Executive Education offers short duration programmes through open enrolment, customisation and online for various levels of experienced professionals across industry
- Faculty Development Programme for teachers in universities and colleges
- Two-Year Online Post Graduate Programme in Management (ePGP)

The Institute has 97 faculty members working in the following management areas and centres:

### Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Human Resource Management
- Information Systems
- Marketing
- Organisational Behaviour
- Production and Quantitative Methods
- Public Systems Group

### Interdisciplinary Centres

- Centre for Gender Equity, Diversity and Inclusivity
- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Management in Agriculture
- Centre for Management of Health Services
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Ravi J. Matthai Centre for Educational Innovation



Kasturbhai Lalbhai Management Development Centre (KLMDC) located on the IIMA main campus and the International Management Development Centre (IMDC) located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा  
भारतीय प्रबंध संस्थान अहमदाबाद

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